INNORBIT

CAPACITY & SUPPORT FOR SUSTAINABLE SPACE INNOVATION

Empowering innovation intermediaries to generate sustainable initiatives to incentivise and accelerate the commercialisation of space innovation

D4.4: InnORBIT Business Support Programme - Interim version

This project has received funding from the European Union's Horizon 2020 Framework Programme for Research and Innovation under Grant Agreement no 101004212.

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COORDINATION AND SUPPORT ACTION

D4.4: InnORBIT Business Support Programme - Interim version

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PP	Restricted to other programme participants (including the EC Services)	
RE	Restricted to a group specified by the consortium (including the EC Services)	
CO	Confidential, only for members of the consortium (including the EC)	

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MAIN AUTHORS	
Name	**Organisation**
Thomas Tanghe, Emilio Crespo	STP

QUALITY REVIEWERS	
Name	**Organisation**
Milena Garthley, Teresa Barber	TTG
Stellina Patelida	COR
George Malliopoulos, Apostolos C. Tsolakis	QPL

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Executive summary

The Business Support Programme (BSP) is InnORBIT's programme that is to be delivered by local innovation intermediaries to their entrepreneurs and innovators, start-ups, scale-ups and SMEs. It offers a set of predefined initiatives and a tailoring service, out of these, 2 are directly served by InnORBIT through the toolbox and other digital means. The intermediaries were previously instructed on the execution and implementation initiatives to be deployed, including the selection of the most appropriate and interesting ones so as to customise them. Thus, they are able to execute them in a sustainable way, stemming towards the Space segment with the support of InnORBIT.

The BSP has a supporting document that outlines in more detail the activities to be carried out, the Initiative Deployment Plan (IDP). These, previously developed with the guidance and support of InnORBIT, generate added value to the innovation ecosystem by incorporating the expertise of the InnORBIT consortium in both the implementation and the Space sector. The IDPs are highly detailed during the first pilot and not so much during the second, due to the allocated resources in each stage. The results and achievements of each pilot are correspondingly described in D3.6 and will be in D3.8.

This document is the interim version of the Business Support Programme, the second issue, after the successful implementation of the 1st pilot and in the middle of the 2nd, and will be updated once more in the final version.

1 Introduction

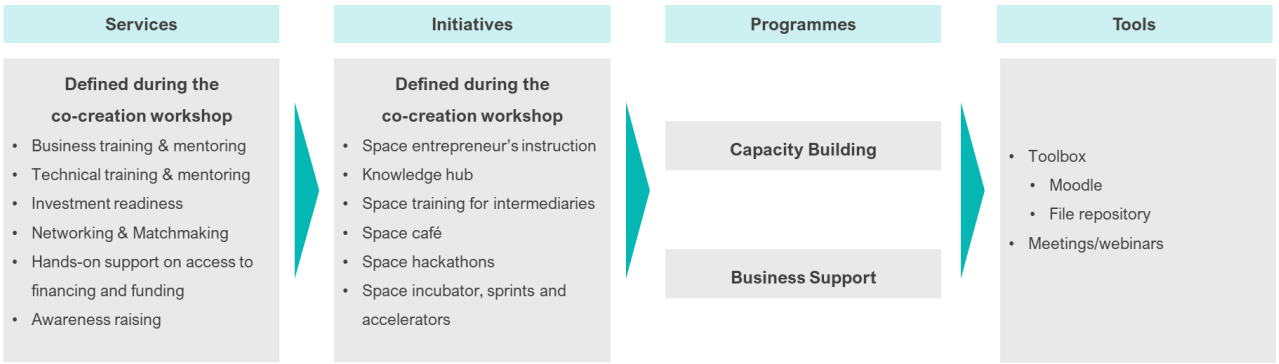
The Business Support Programme (BSP) is InnORBIT's set of initiatives that strive to directly help innovators, entrepreneurs, start-ups, grow-ups and SMEs in Eastern Europe to develop business and growth opportunities in the space sector. **The BSP is deployed by local innovation intermediaries with the support of InnORBIT**. Previously, innovation intermediaries were trained and guided by InnORBIT to plan their space initiatives for their local ecosystems. This happened immediately before process, the Capacity Building Programme (CBP). The training during the CBP ensures that innovation intermediaries have the capacity to successfully deliver the BSP to their innovators.

The BSP is therefore the logical continuation of the efforts made during the previous CBP, presented in detail under D4.3[1], and fundamentally represents monitoring, tracking and on-demand support work. Moreover, InnORBIT is giving direct access to its Toolbox, which comprises audio-visual material and elements of high value for the development of the entrepreneur. This direct provision aims to make the use of the contents and materials easier and more attractive for the end-user, without the intermediary having to make any effort or allocate resources to these training sessions.

In order to increase the penetration of Eastern European start-ups, scale-ups and SMEs in the space market, InnORBIT makes a particular effort to get innovation intermediaries to open stems into the space sector, thus encouraging their ecosystems to explore new opportunities in a region traditionally distant from the space sector.

InnORBIT initiatives are designed in this deliverable and D4.3 - Capacity Building Programme (CBP), interim version. In addition, monitoring and support plans have been established for the implementation stages. The initiatives satisfy a series of services ideally desired by intermediaries, firstly explored during the co-creation workshop last June 2021. Hence, the InnORBIT programmes, **Capacity Building Programme (CBP) and the Business Support Programme (BSP) deliver services through the initiatives to be implemented by the intermediaries and assisted by the InnORBIT consortium with our tools**. Graphically this is summarised as follows:

Figure 1: Rationale of InnORBIT programmes



The BSP and CBP programmes share rationale, continuity and steps that are to conceive separately. Thus, some parts may be redundant with D4.3 for allowing a full understanding of the context. Also, to clarify some terminology used across this deliverable the topics are defined as:

[1] D4.3: InnORBIT Capacity Building Programme - Interim version

- **Programmes** are a set of initiatives aimed at innovation intermediaries or start-ups, scale-ups and entrepreneurs. InnORBIT programmes are the Capacity Building Programme (CBP) and the Business Support Programme (BSP)
- **Initiatives** are an individual set of services, events, modules, support and guidance to be offered to intermediaries encouraging them to assimilate and deploy within their network. They are described in the Initiative Deployment Plan (IDP).
- **Services**, the elements composing the local space initiatives, are to be provided by the intermediaries which may include a number of the initiatives through the BSP. The services were firstly defined during the co-creation workshop as required characteristics or items to be deployed to innovators.
- **Tools**, the components of InnORBIT's digital toolbox (i.e. platforms, methods, programs) aiming to facilitate the delivery or to deploy the BSP and CBP to end-users
- **Modules** or **courses**, a set of lectures, for the core training and mentoring services
- **Lectures**, meaning individual units of training about 20 to 60 minutes. They may include guides, books, further readings, and other training or educational material

Both programmes, BSP and CBP, come from previous study and research phases condensed in:

- The European space support landscape: Insights from Central Eastern and South-eastern Europe (D1.1)
- Needs and challenges of innovation ecosystems and intermediaries for taking up activity in the EU space sector (D1.2)
- Co-design of capacity building and business support programmes (D1.3)

In addition, the research was complemented by a mapping of all previous Space Hubs initiatives, in order to make a list of available means to deliver to innovators during the BSP period.

Insights from Central Eastern and South-eastern Europe have thrown light on several of the critical points that may affect the environment of Support to innovators. For example, **the lack of space-related networks penalises start-ups that could flourish in Eastern Europe**. The sector is inherently international in nature, and countries suffer from the small size of their nascent space ecosystem, which prevents the virtuous circle of the 'network effect' from occurring. Following these lines, some initiatives have been designed specifically to address the creation of space networks among the network of intermediaries. The second critical aspect, the lack of funding for space research, is transversal to several innovation domains. However**, space-related innovations require large capital, high-risk and long payback periods, making it difficult for start-ups to access funding**. Training and mentoring in space financing are one of the core modules of the programme in an attempt to help on this front. And finally, the lack of understanding of the space sector is another barrier that has strongly influenced the design of the InnORBIT programmes. Space is in most cases seen as a strategic sector where the risk is very high and there are few benefits to be gained.

On the other hand, the co-creation workshop aimed to engage experts from the business, investment, and space sectors to co-design, together with the consortium partners, InnORBIT's Capacity Building and Business Support programmes. During the workshop, many services were proposed and selected down to the six most promising services that were selected from those identified by the working groups: mentoring sessions, investment readiness training, networking, awareness-raising activities, matchmaking with industry and support in matching public and private funding. These business support services were further analysed from the point of view of the space innovators in an attempt to specify the stakeholders required for each service, the expected outcomes of these services, and finally the tools and materials to support implementation. These services are aligned with the insights collected during the consultation campaign to define the framework for this deliverable.

2 The rationale of the InnORBIT Business Support Programme

2.1 The landscape of the programmes

InnORBIT will target the need for creating sustainable initiatives in Eastern Europe which will ultimately support start-ups, scale-ups, and entrepreneurs in the space industry. Both the scope of the InnORBIT Declaration of Action (DoA) and the preliminary study stage[1] helped to coarsely identify the needs of Eastern European innovation ecosystems.

The space sector is divided into two main segments according to their different applications: upstream and downstream. It is usual to find a midstream category for the operators that are involved in upstream and downstream. The upstream segment includes all businesses dealing with spacecraft manufacturing and launchers, while the second segment comprises applications that work with the data or signals obtained by the upstream segment and apply to services & products of everyday life. Logically, **there is a strong barrier to entry in terms of knowledge, cost and experience to perform tasks in the upstream segment. In contrast, downstream applications have a low barrier to entry, with the doors open to new competitors and ideas**. Recent years have seen a growth of companies in what is known as NewSpace, or the community of relative new space companies working independently of governments and their major customers, providing cheaper and faster solutions that enable easier access to space. This new landscape of opportunities, together with the European Union's space programmes: Galileo, EGNOS and Copernicus open possibilities to leverage Eastern Europe as a niche for space entrepreneurship, especially in its downstream applications in combination with NewSpace, reducing the distance with the upstream products and services.

The lack of knowledge and space expertise in Eastern Europe (EE) creates a strong need for the implementation of a sound training and mentoring programme in this field. It could be used for any of the new entrepreneurs or start-ups from both space and non-space sectors, in the domains such as transport, logistics, agriculture or energy, healthcare, maritime, environment, etc. More specifically, InnORBIT CBP and BSP will seek to extend bridges to Copernicus and its wide dissemination networks, such as the Copernicus Academy and its downstream applications, through specific training, including access to data and Copernicus DIAS, enabling the development of entrepreneurs at a seed-stage idea. Correspondingly, the CBP and BSP will strive to meet the identified training needs, but instead of creating content from scratch, one of the objectives of this project is to leverage the large amount of content previously created by the Space Hubs programmes. In other words, bridges shall be built between InnORBIT and other EU initiatives for the synergistic exploitation of the entrepreneurial innovation ecosystem. Up to the date of the creation of this deliverable, InnORBIT has achieved partnerships and collaboration schemes with Copernicus Accelerator, Point.IoT, GALACTICA, Fabspace, EBAN, Copernicus MOOC, Go2SpaceHubs, SpaceUp and SpaceHUBs Network. These consist of raising awareness of both projects, the use of cross-dissemination networks and the exploitation of training material that could fit in InnORBIT framework. Therefore, networking with different will allow InnORBIT to become a hub for the full spectrum of EU initiatives. It is particularly important for innovators from Eastern Europe as business opportunities are not equally distributed in Europe due to the maturity of the different space innovation ecosystems. The networking between start-ups and potential investors or funding opportunities and business partners is a key element. This is further emphasised as a "need" for Eastern Europe by knowing that, for example, more than 10 unicorns have sprung out with a combined value of €30 billion with only €0.7 billion invested in EE start-ups in 2018. Moreover, EE enjoys a highly skilled and educated technological workforce, unlocking the great potential for space innovation.

[1] D1.1 The European space support landscape: Insights from Central Eastern and South Eastern Europe, D1.2: Needs and challenges of innovation ecosystems and intermediaries for taking up activity in the EU space sector, and D1.3: Co-design of capacity building and business support programmes

2.2 The programmes under the project workflow perspective

InnORBIT's BSP is built on the development of the Initiative Deployment Plant that each intermediary shall prepare during the CBP period. The plan, presented in chapter 4, addresses the objectives set on the previous tasks 1.1, 1.2 & 1.3, alongside the understandings collected during the co-creation workshop[1], the survey campaign[2] and the study phase of the local ecosystems in Greece, Romania, Slovenia and Croatia[3]. Also, future tasks 3.1, 3.2, 3.3 and 3.4 are preliminarily framed in these plans:

- Task 3.1 → implementation of the CBP, 1st pilot, on consortium partners and 2nd pilot on external intermediaries
- Task 3.2 → implementation of the BSP, 1st pilot, by consortium partners
- Task 3.3 → implementation of the BSP, 2nd pilot, by external intermediaries
- Task 3.4 → establishing synergies with complementary EU initiatives

Figure 2: Inputs on InnORBIT programmes (CBP & BSP)

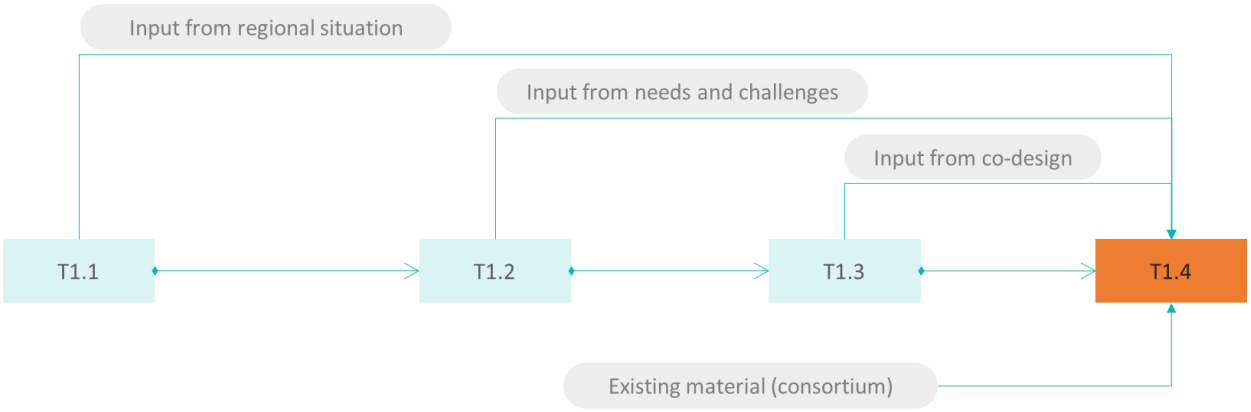
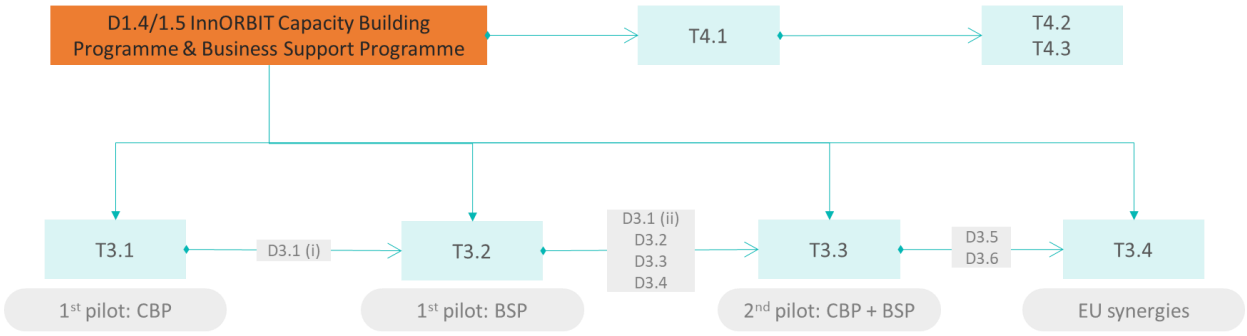


Figure 3: Outputs of InnORBIT programmes (CBP & BSP)



As illustrated in Figure 3: Outputs of InnORBIT programmes (CBP & BSP), the deployment of InnORBIT programmes is divided into 2 pilots, which refer to:

- Deployment over consortium intermediaries, as the 1st pilot
- Deployment over external intermediaries, during the 2nd pilot

[1] D1.3: Co-design of capacity building and business support programmes

[2] D1.2: Needs and challenges of innovation ecosystems and intermediaries for taking up activity in the EU space sector

[3] D1.1 The European space support landscape: Insights from Central Eastern and South Eastern Europe

2.3 Earliest steps towards the definition of the programmes

InnORBIT endeavours to achieve the empowerment of innovation intermediaries in the space sector to ultimately foster the Eastern European space innovation ecosystem. This task required following a three-stage process, corresponding to the tasks and deliverables mentioned earlier, to deliver the design of the programmes:

Figure 4: InnORBIT stages for the design of the CBP and BSP programmes

The analysis and study stage[1] carried out was based on desk research, interviews and validation of the results by our intermediaries in the consortium. The aim was to map the innovation ecosystem of 4 representative countries: Croatia, Greece, Romania and Slovenia, thus getting a first reading of what is happening with spatial innovation in the region. Deep dives were obtained as results of the research, per country and several variables, as well as macroeconomic pictures, and a stream of spatial innovation activities. The **findings revealed that there is a lack of space-related networks**. This is particularly sensitive in the space sector, where funding linked to this activity requires a large amount of capital and frequently, consortia building. International cooperation and developed networks help to remove part of the uncertainty associated with long-term payback periods. This is **aggravated by limited research and development spending in Eastern Europe (EE)**, which is significantly **below the EU27 average**. The upstream space segment is, therefore, weaker as it is sustained by public funding, due to the higher time-to-maturity products which characterise this industry.

The space industry, which has a strong link to public funding, **is not very well understood**. Therefore, an outsider positioning of EE is pushing them away from the NewSpace rush market. NewSpace refers to the commercialisation and the new opportunities arising from leveraging the space industry into commercial or private companies. Business models downstream are sometimes not different from IT companies. Lastly, the **inexistence of related industries established in Eastern Europe** impedes the possibility of *lateral* growth in the sector. These companies, although not entirely dedicated to the sector, due to their proximity, frequently appear in complementary areas that help growing auxiliary industries and therefore encourage innovation. The negative funding landscape is reinforced by the lack of early-stage funding from banks and the private sector, which is often attempted to be alleviated by institutional funding, such as ESA and Horizon 2020 grants, or EU cohesion funds.

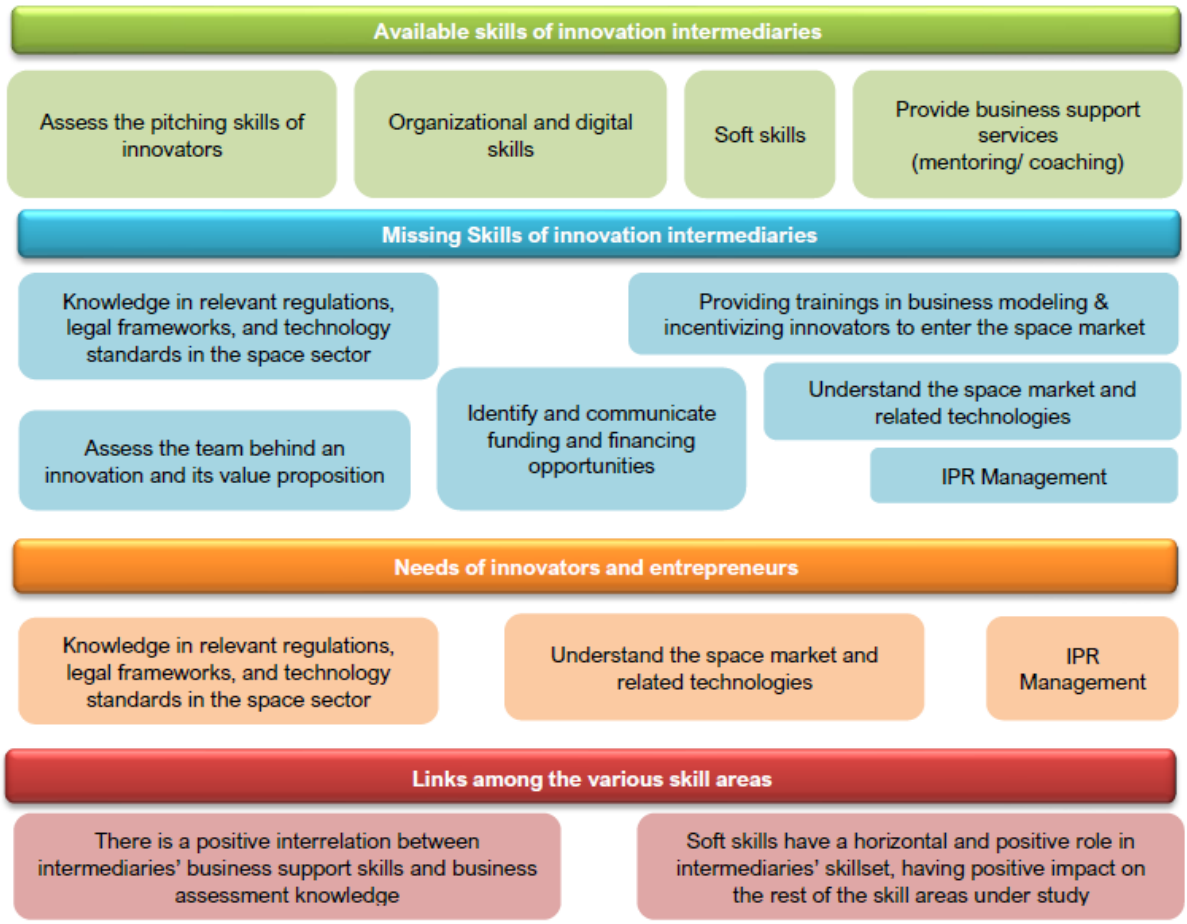
The consultation campaign[2] was executed using a survey providing more granular information on the missing skills of the innovation intermediaries, whose results are outlined in Figure 5: Key insights from Needs and challenges of innovation ecosystems and intermediaries for taking up activity in the EU space sector (D1.2). These actions sought to detect mismatches by comparing the self-perceived skills of the intermediaries against the skills perceived by their local innovators. The survey also asked about the unserved needs of the innovators, covering available skills, missing skills and innovator needs. As for highlights of Eastern Europe's innovation intermediaries, **it was found that they are strong in training, mentoring** and coaching, as well in supporting the improvement of pitching skills. They are **used to deliver training and enhance soft skills in their support networks**. However, some aspects are **missing largely related to the knowledge of the space industry about regulation, market, business and practices in the space industry. Funding schemes and opportunities**, together with intellectual protection are commonly flagged as an improvement point. This aligns

[1] D1.1 The European space support landscape: Insights from Central Eastern and South Eastern Europe

[2] D1.2: Needs and challenges of innovation ecosystems and intermediaries for taking up activity in the EU space sector

with the innovators' needs, where there is a demand to get to know the technologies and applications currently trending in the space industry. It can be asserted that there is a general lack of knowledge of the space sector.

Figure 5: Key insights from Needs and challenges of innovation ecosystems and intermediaries for taking up activity in the EU space sector (D1.2)



The co-creation workshop[1] was a collaborative endeavour between experts in business, investment and space markets from all across Europe. A significant presence of innovation intermediaries attended, in an effort to trace the vectors that the programmes should follow. The session, which had a dynamic format to encourage brainstorming and funnelling of ideas, **collectively helped to identify missing resources, networks, knowledge and skills, from the innovators' intermediary perspective**. Starting by acknowledging the major needs of entrepreneurs, the most adequate services in covering those needs were flagged out. Later, brainstormed services were funnelled to select the most important. The process continued by identifying the missing resources, networks, knowledge and skills associated with those services. In the end, a debate was held on the target audience, desired results, specific tools needed and regional customisations for each local ecosystem.

From the previous activities and the co-design of the programmes, it has been determined that there is a **strong need for training on the space market**, its programmes, applications, market, and success stories to guide intermediaries and innovators. The intermediaries will be implementing the BSP and therefore they will need to master their expertise in the space sector; the market, the funding schemes and opportunities for their

[1] D1.3: Co-design of capacity building and business support programmes

start-ups. General support in access to funding and investment readiness, which is a cross-cutting issue for any start-up or entrepreneurial adventure, cannot be forgotten. This should be covered with training on the opportunities that exist as well as regular updates with calls and announcements that may occur during the deployment of the pilots.

Table 1: Outcomes of the co-creation activity and InnORBIT BSP's services

	InnORBIT Business Support programme		
Service	**Target audience**	**Service elements and tools used**	**Expected outcomes**
Mentoring and training (technical and business)	Innovators at product validation stage Innovators at idea validation stage Innovators with developed prototypes	Structured mentorship programmes with action plans, milestones, and follow-up sessions High-level guidance from mentors Business plan template NDA, contract, IPR & licensing templates	Go-to market strategy development Understanding of the market and competition Access to foreign markets Financial planning, pricing and investment strategy development
Investment readiness support	Innovators seeking pre-seed funding Innovators seeking seed funding Innovators seeking Series A funding	Training and use of a self-assessment tool Training and use of a Technology Rating Platform One-to-one sessions on specific topics Investment teaser, Pitch deck, technical plan and business plan templates	Awareness and use of the investment readiness concept Understanding of funding needs and appropriate forms for all development stages Ability to present vision to potential investors Access to Business Angels and VCs
Networking and matchmaking with industry players and investors	Innovators (start-ups, scale-ups, SMEs etc.) Private investors (VCs, private equity firms etc.) Policy makers Innovation intermediaries (clusters etc.)	TRL assessment Pitch training Roundtable discussions Online questionnaires	Establish contact with potential partners (space innovators) Establish contact with potential suppliers Development of trustworthy networks Develop ability to pivot
Hands-on support on access to financing and funding	Innovators (start-ups, SMEs, scale-ups, etc.) Researchers Innovation intermediaries	Matchmaking sessions One-to-one sessions with experts Trainings on private and public funding Online tool gathering relevant info on funding opportunities	Better understanding of the funding landscape Access to funding in line with business plan of innovators Knowledge and support for ESA funding application Create network of private investors
Awareness raising on space initiatives	Innovators Research organisations Universities Policy makers Technology developers	Curated matchmakings Info days Meetups and conferences	Connect competent ecosystem players to each other Outreach to general and targeted audiences Open channels to policy makers and authorities Spur discussions about the space sector among stakeholders

Finally, a prior effort has been made to contact all Space Hubs and related initiatives through our network and the databases on CORDIS, ESA and EUSPA to get a picture of the available and previously created material on space innovation and training. In the first approach during M2-M5, InnORBIT partners suggested potential content within their own networks. Secondly and from M5 onwards, the scouting on Space Hubs started. This resource investigation has narrowed down the curriculum and training topics and condensed them into the main modules or courses in the syllabus of Annex III - InnORBIT's training syllabus. This activity has allowed the understanding of what material was and wasn't available to be reused by InnORBIT, allowing to establish a roadmap of material to be created ad hoc. It is **the technical knowledge of the space sector that has the biggest gap for non-space entrepreneurs** with the exception of Copernicus, which has a large amount of open training, **the other European space programmes do not have this backup and InnORBIT would be the first European initiative to contribute to this direction**. Also, it has been observed that it is very common for space-savvy start-ups to fail in their business knowledge. This is a transversal problem for any technical entrepreneur, so training and mentoring will not be disregarded as an important part of the syllabus of the training programme.

3 Fine-tuning of the programme – from the initial to the interim version

3.1 Common findings during the deployment of the CBP and BSP

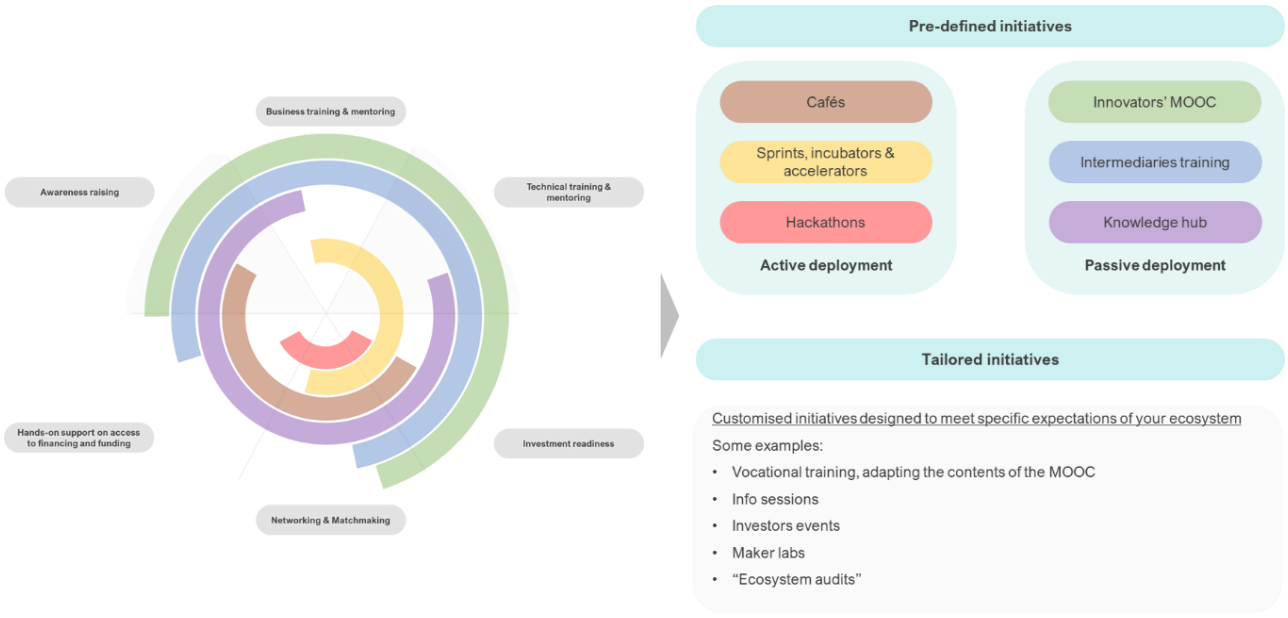
During the training phase of the Capacity Building Programme, several notable points have been observed that **have led to changes/deviations in Capacity Building Programme practice**.

Perhaps the two biggest ones are, first, both the Capacity Building and the Business Support programmes cannot be mentioned to external intermediaries to avoid confusion. These terms are internal and therefore the intermediaries experience a **continuous flow** and intermediaries do not understand the difference, as they receive support from InnORBIT to develop their initiatives and implicitly their skills and capabilities. Avoiding sharing internal terminology eased the understanding of the services offered.

And the second variation, linked to the first, is that **intermediaries do not need or want a fixed set of initiatives**. They have customised needs which are different based on the country, audience, maturity etc. They are aware of them/have the know-how to some extent they know what can be achieved by implementing them. It has been found **very useful to provide examples and a complete mapping** of all the different initiatives because it helps to locate strengths and weaknesses quickly, by comparison against the map.

The service offering is quickly understood with the outline presented during the Info Days, as InnORBIT transforms business services into initiatives useful for the local intermediary, training it in the process and later on supporting them during the deployment.

Figure 6: InnORBIT mapping of actions as shown during the InfoDay



The process itself has not changed; it remains the same but has been highly streamlined. There are no strict formalities, and the intermediary can skip right to the phase they want, starting from the general outline of Chapter 4 for the CBP and the same chapter for the BSP. Lastly, one of the major learnings has **been to maximise the flexibility of the programmes, a key aspect of the custom tailoring for each intermediary**. This increases the attractiveness of the programme, as it allows for the growth of each intermediary's individual ideas and goals.

3.2 Specific changes and adjustments from the previous version of the BSP

In line with the requirements of the CBP, the development of the BSP has **a strong continuous-flow approach in the way that it is a continuous flow from the training to the actual implementation**. The training is on the initiative itself, which is to be deployed during the BSP, is hands-on and focused on what the intermediaries want to achieve.

Although there are no changes with respect to the original plan, a lot of effort has been put into making the entire system **more adaptable to the preferences and requirements of each intermediary**. Tailoring is key to success as it allows the intermediaries' scarce resources not to be wasted.

Illustrating past initiatives with successful examples from other regions or intermediaries has been found to be a powerful instrument. This is done either by comparison with successful benchmarks in the region (e.g. Corallia in Greece) or by taking intermediaries from Western Europe (e.g. ESA BIC DK) to exemplify the outcomes of the activities.

On the other hand, the deployment process has favoured **a series of regular calls at intervals between 2 to 4 weeks**. This method makes it possible to deliberate on the actions to be taken without overburdening the intermediaries with work. Although some calls can take up to an hour and a half and some are shorter, the average length of the calls is 1 hour. For the development of an initiative, there have been cases where 3 calls have been enough to support the initiative, but others have not been completed even with 8 calls**. It is a variable process that depends very much on the degree of knowledge of the intermediary**, the complexity of the initiative, the assistance requested and its scheduling. As an example, the initiatives that require the least effort support for the implementation of well-defined initiatives, such as hackathons. Several of the initiatives supported attempted to educate the intermediary on the technical issues relevant to the downstream Space; Copernicus for example and how and where to get local tutors for the teams. For the previous case - hackathons- the required support is brief and discrete due to the simplicity of the initiative. Others, such as the definition of an entrepreneurship programme within a career curriculum, take more time and more rounds of review.

The monitoring, another important aspect of the success of the project, had some difficulties due to the complexity of the KPIs to be collected. Since some members of the InnORBIT consortium have direct contact with each intermediary, they are able to ask about the status of each initiative during the periodic check-in calls. This is done, for example, by sharing the screen and collectively filling in. This methodology greatly facilitates the gathering and avoidance of complex email chains.

Finally, **the funding of intermediaries is a problem that is a major constraint for InnORBIT**. Since this project does not allocate resources to the external intermediaries of the 2nd pilot, the initiatives that can be developed are very limited by their resources. They are not intermediaries in regions where there is excess capital, so this is one of the factors that require a lot of flexibility from the InnORBIT programme. It is the intermediaries who provide the resources for the implementation of the initiatives, and some of these initiatives are not cheap. In addition to the flexibility requirement**, InnORBIT strives to keep resource allocation smart and minimal by trying to ensure that intermediaries branch into space their current initiatives rather than deploying or planning new ones.**

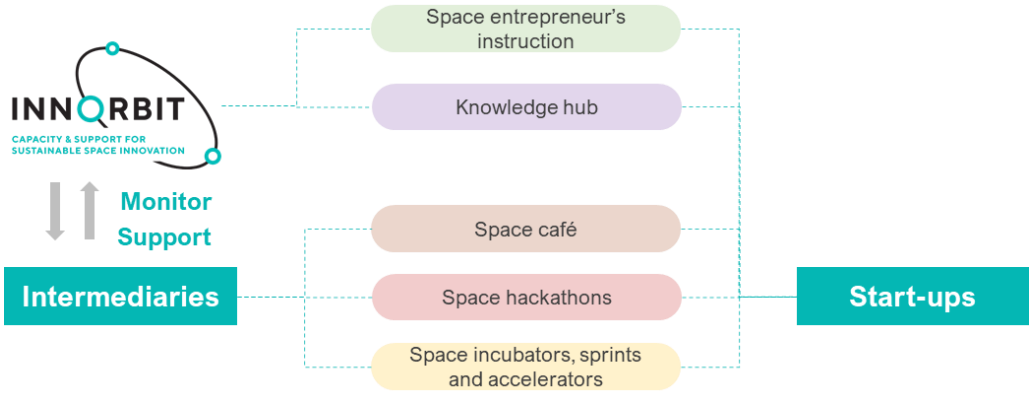
4 The Business Support Programme (BSP)

4.1 Programme conception

4.1.1 Overview of the BSP

The BSP is the programme composed of the initiatives that the intermediaries are going to deploy in the start-ups, scale-ups, and SMEs of their ecosystems. The granular details of each initiative are described under the Initiative Deployment Plan (IDP), a document to be created during the CBP period in which InnORBIT provides the necessary support in building their IDPs. IDPs are not so detailed for the second pilot, as resources as scarce and intermediaries do not necessarily need to write down a detailed plan for the deployment of an initiative. Prior to this implementation, the intermediaries were trained in the initiatives during the CBP, as well as in the characteristics of the space sector. Therefore, the BSP is the final phase of InnORBIT's cascade of actions in each pilot round, whose **mission is to support the intermediary to support the start-up**, monitor and make the Toolbox available to the users. In Figure 7: BSP initiatives and agents, the flow of actions according to the initiatives can be seen. Note how the Space entrepreneur's and Knowledge Hub initiatives are delivered directly by InnORBIT to the start-ups -*with tailoring according to the intermediary*-. On the other hand, sprints, incubators, accelerators, hackathons, and cafés come directly from the intermediary, while InnORBIT provides support and monitors the successful implementation of the initiatives.

Figure 7: BSP initiatives and agents

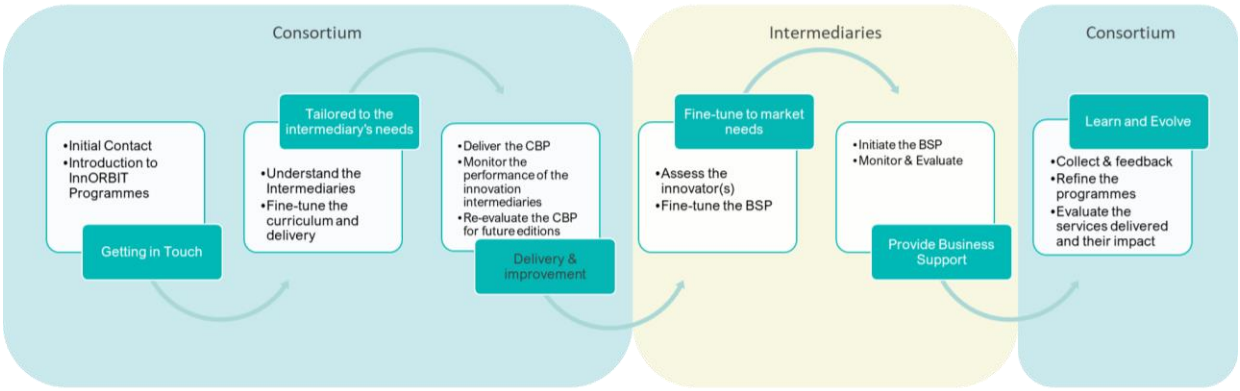


The objective and scope of the BSP are for the Eastern European ecosystem, **to open up to the possibilities of the space sector, expanding their funding possibilities, market and range of products and services offered by start-ups, scale-ups and SMEs**. These new possibilities come from the initiatives deployed by the intermediaries, which try to open up a space theme in the demanded services and identified needs.

In the overall plan, the BSP is the last of the stages, as seen in Figure 8: InnORBIT delivery process flow. InnORBIT activities do not have the same activity profile compared to the CBP period. It is noteworthy that while the InnORBIT consortium deploys the CBP to the intermediaries, it is the intermediaries that deploy the BSP to the start-ups. As soon as the Initiative Deployment Plan is elaborated, the BSP deployment kicks off when the initiative gets launched. During this second stage, InnORBIT will be monitoring and acting as a support entity for the intermediary. InnORBIT will also provide the toolbox and repositories of material for intermediaries and start-ups to use it directly. Given that the BSP is deployed by the intermediary, **it is necessary to build a memorandum of understanding before each intermediary launches its intended initiative**, so as to get some commitment to track and monitor their start-ups. This will improve the delivery of InnORBIT services, by enabling to track feedback on both programmes. Continuous monitoring is one of the key factors to be able to take mitigations actions if the project deployment is not as successful as planned.

Finally, InnORBIT strives to help the start-ups of each innovation intermediary to become aware of the funding possibilities, their networks, and connections. This is crucial to achieving a greater capitalisation, an objective that groups several of the KPIs of the project. It is also very important to get them **to penetrate the space market so that they can sell products and services and open new sales lines**. This will be pursued with a proactive introduction to the space funding networks throughout the deployments.

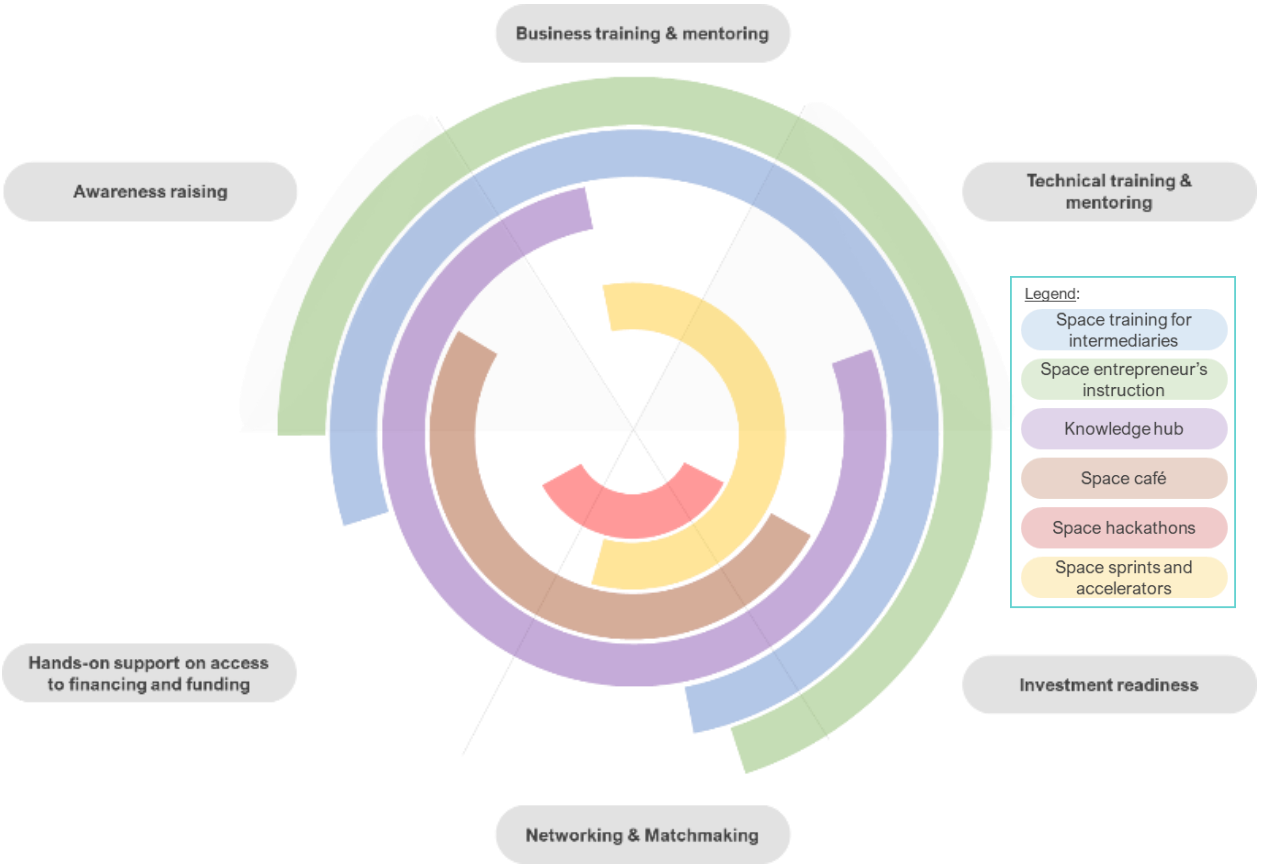
Figure 8: InnORBIT delivery process flow



4.1.2 The BSP relation to the service and initiatives

InnORBIT BSP is delivered in the form of initiatives, ensuring that the missing skills and selected services are available during the period of the programme. **The graph below depicts how the competencies and services needed to match the designed InnORBIT initiatives**.

Figure 9: InnORBIT services matching the initiatives



Training & mentoring services refers to the instruction provided by InnORBIT to cover the areas of applied knowledge, both technical and business. This service is covered through modules that InnORBIT provides directly through Moodle (Toolbox) and the Knowledge Hub. In the form of lectures and recordings, all the topics that a start-up might need in business are covered.

Training courses will re-use, to a practical extent, material from previous EU projects and initiatives to avoid duplication of efforts, as requested in the scope of this project. Essential parts of the training that are not covered by existing materials will be ad hoc crafted by InnORBIT consortium partners, thus ensuring the completeness of the service. Technical training is essentially space technology and market training and has the same format as business training. The training & mentoring is first given to the intermediaries as they are the ones who will have to launch the initiatives that will require knowledge of the space sector. The business modules cover business planning, business models, value propositions, IP and innovations, and negotiation skills for start-ups among several others. The technical modules cover space market economics, understanding of space technologies and programmes, and examples of successful start-ups in the sector.

Similarly, **investment readiness support and hands-on support on access to financing and funding** are largely satisfied by the training and mentoring modules provided in the Toolbox. In addition, a database of public funding opportunities will be made available on the platform, with communications and updates to innovators and open call intermediaries to stimulate their ecosystems. Other initiatives that boost access to funding are the space café and of course the incubators and accelerators. Distinguished by the stage at which they intervene in a start-up, incubators and accelerators help the innovators to raise their business into commercial or scale up the revenues. Cafés are excellent initiatives to build up an ecosystem of interested parties in developing the same sector, by attracting relevant figures and spreading the knowledge. Therefore, these initiatives also facilitate access to finance and the required service of **networking and matchmaking**. Participation initiatives: cafés, hackathons, incubators, sprints and accelerators also deliver networking and matchmaking services by mixing entrepreneurs, stakeholders and investors together in local ecosystems. Innovators have access to new networks and knowledge from other parties through the experience that comes from being involved in a competition like the one mentioned above. Also, by engaging in an ecosystem exclusively dedicated to the space sector.

The **awareness raising** on space initiatives emerges with the services provided by practically all of the initiatives, as they all aim to attract start-ups, scale-ups and SMEs from Eastern Europe to step into the space sector, as the main objective of InnORBIT. To a greater extent, the Knowledge Hub and dissemination activities will maintain a stream of information on current space activities for the support of the ecosystems of the innovation intermediaries.

4.2 BSP deployment

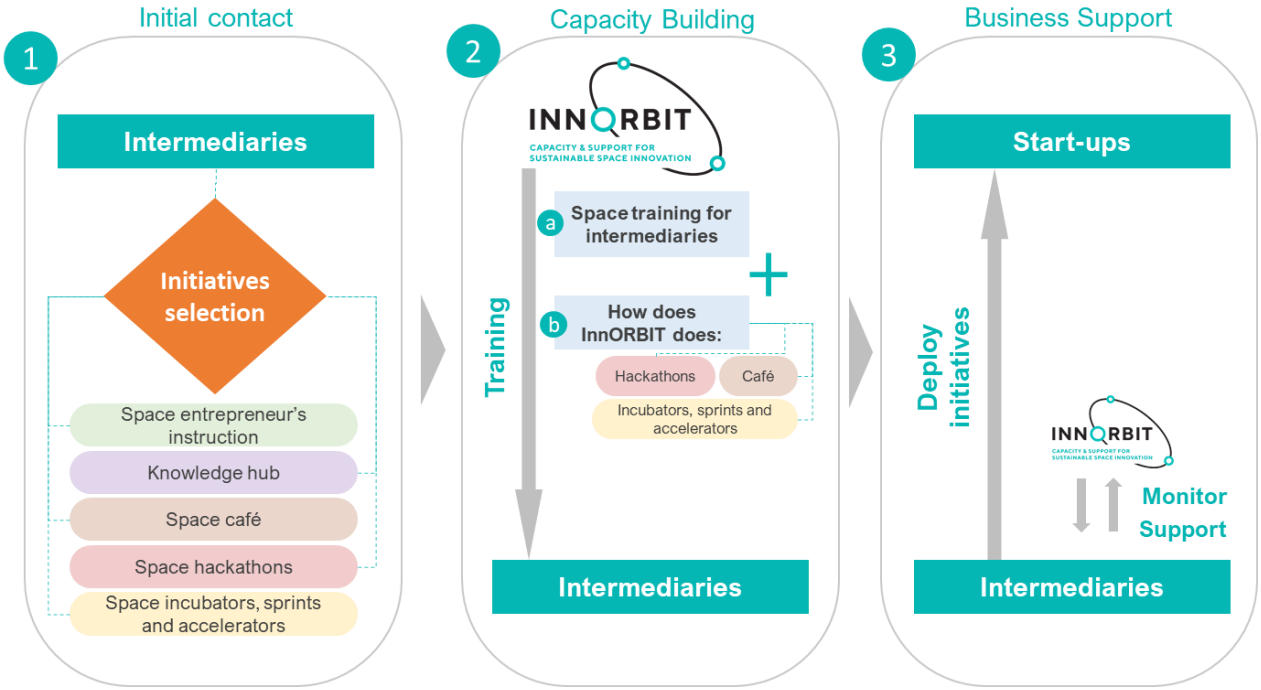
4.2.1 Delivery method

InnORBIT activities are comprised of the **Capacity Building Programme (CBP) and Business Support Programme (BSP)**, where both deployments fit into **a linear flow, first from InnORBIT to the intermediary and then the intermediary to the innovator**. The BSP is offered to the scouted start-ups in the form of initiatives, 6 in total, chosen and tailored by their intermediaries. This means, initiatives are deployed to a group of innovators forming a local ecosystem. Among the initiatives, the training and hub do not require the intermediary's proactive participation, but the other group of initiatives will entail them to dedicate monetary and personnel resources.

Specific details on the delivery will be further made under the IDP, or a synthesised version of it during the 2nd pilot, although the training and knowledge hub is delivered through the toolbox and its embedded platforms.

The overall flow can be found in Figure 10: stages of the CBP and BSP programmes deployment.

Figure 10: stages of the CBP and BSP programmes deployment

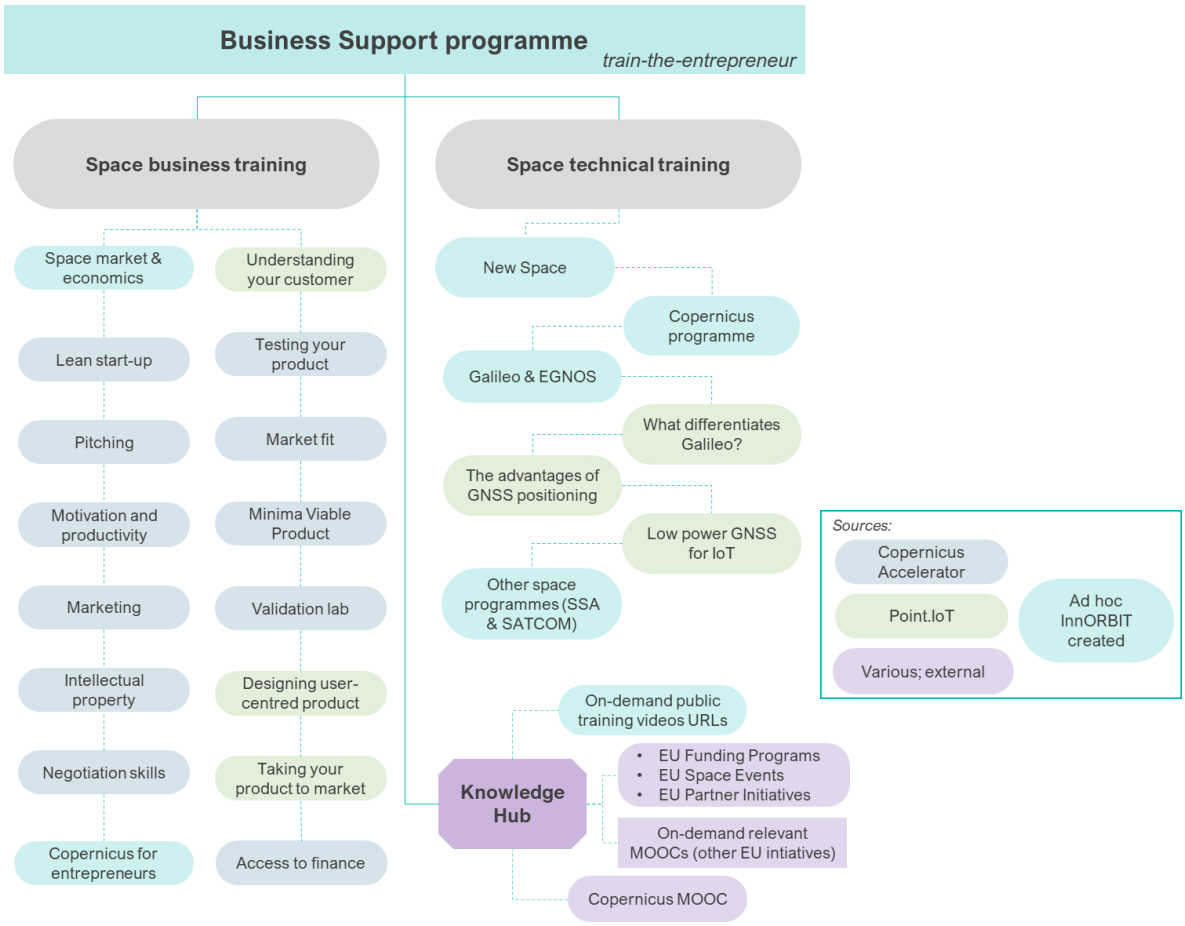


4.2.2 Curriculum

The contents of the BSP are therefore the initiatives that each intermediary has chosen for its ecosystem and tailored during the initial contact with InnORBIT. There is the particularity that 2 of these initiatives and services are offered by InnORBIT directly to the start-ups, under the supervision of the intermediary. This is done via the Toolbox (Moodle) and the repository of files, documents and links. The initiatives served directly by the consortium are Space entrepreneur's instruction and the Knowledge hub. The Space entrepreneur's instruction is composed of 2 modules:

- The **Space Business Training** is responsible for providing training in the always weak business dimension, for technology start-ups. This covers pitching, fundraising, markets or investors' points of view. The business training is a series of materials gathered from different previous EU initiatives together with some materials created ad hoc for this project. The added value of the business training is that all individual lectures come from space-flavoured technology programmes such as the Copernicus Accelerator (https://accelerator.copernicus.eu/) or Point.IoT (https://point-iot.eu/)
- **Space Technical Training** is one of the core elements and enablers for entrepreneurs. It has all the essential material to catapult a start-up into the space sector, with in-depth knowledge from years of experience that can act as an eye-opener unlocking new possibilities and ideas.

Figure 11: BSP training curriculum



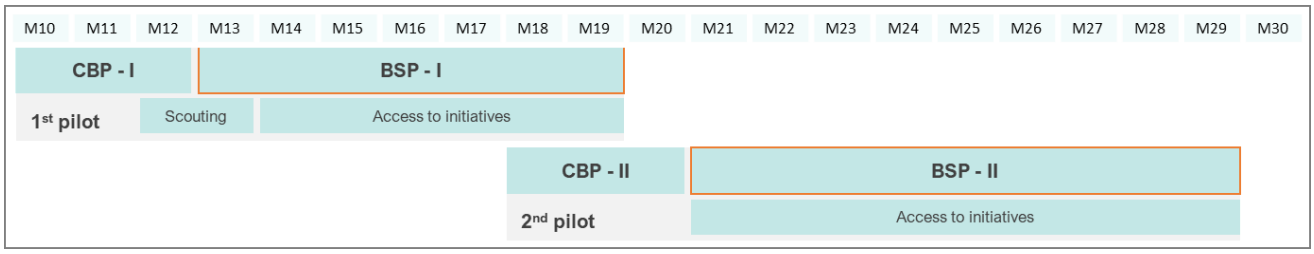
At last, the Knowledge Hub is a repository of material with multiple interests. It will contain databases and references of great value for an entrepreneur in search of funding, as well as other training complementary to the core syllabus designed.

4.2.3 Deployment stages

The Business Support Programme is deployed by the innovation intermediaries to the innovators, in two phases known as the 1st and 2nd pilot, following their respective CBPs. The timeframe places the BSPs in:

- BSP-I, between M13 to M20, for the 1st pilot (InnORBIT intermediaries)
- BSP-II, between M21 to M30, for the 2nd pilot (Eastern Europe intermediaries)

Figure 12: 1st and 2nd BSP deployment timeline



In the BSP periods, the initiatives designed in the IDPs are launched, following the timelines defined in them. Conversely, the InnORBIT programme reserves 2 months for scouting, there is an overlap between the last month of the CBP and the first month of the BSP.

During the execution of the BSP InnORBIT will monitor the implementation of the BSP and provide support to intermediaries in a discreet fashion. In addition, it will manage the initiatives it applies directly to the innovators, the space trainer's instruction, and the knowledge hub.

Figure 13: 1st pilot deployment scheme

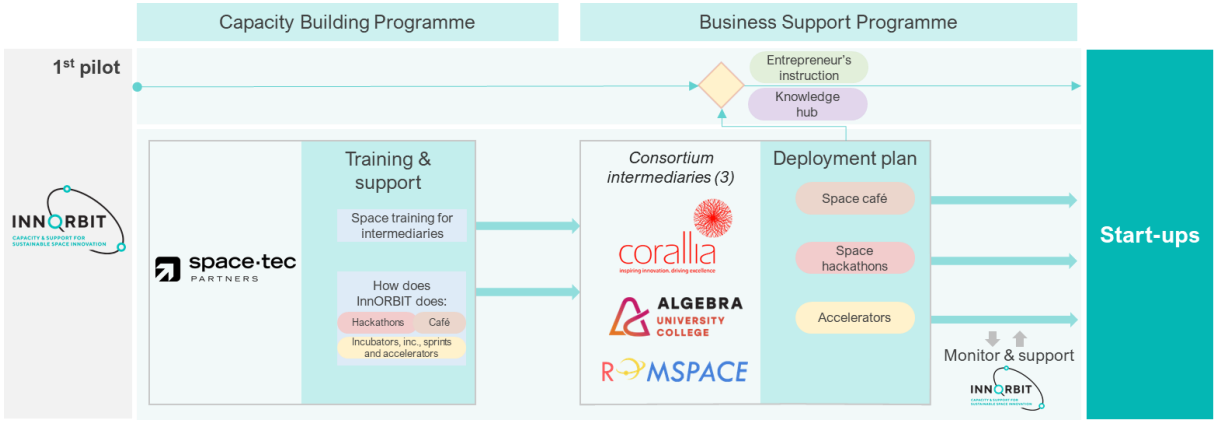
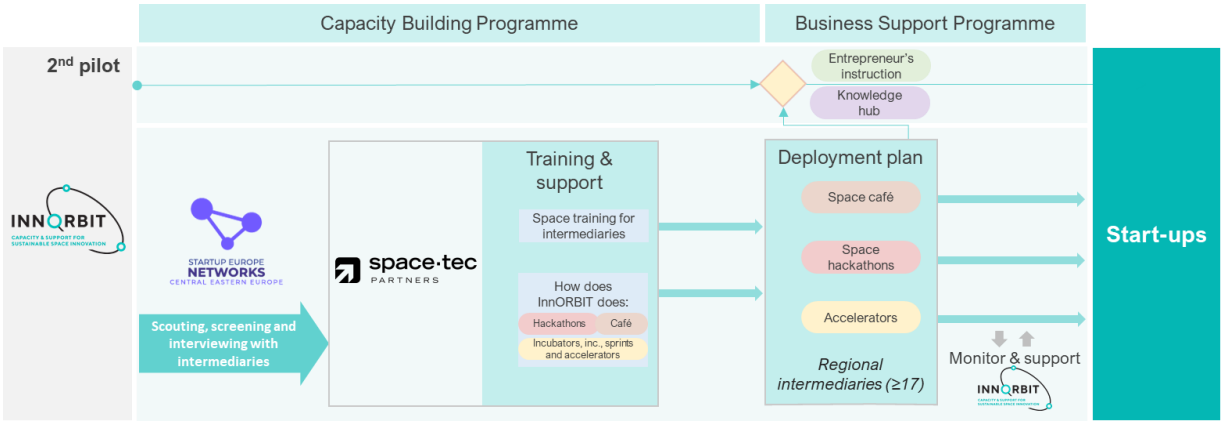
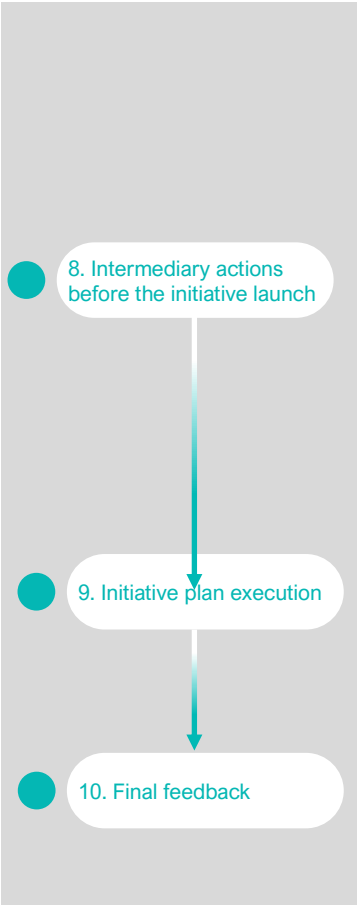


Figure 14: 2nd pilot deployment scheme



4.2.4 BSP waypoints

The BSP starts with step 8th, coming from the CBP ending stage 7th (D4.3)



- **Step 8: Initiative pre-launch by the intermediary**
  - Final check of the intermediary's plan (during CBP)
  - Announcement of the initiative: awareness and communication. InnORBIT to support dissemination. Toolbox to host a dedicated page with dates and relevant information such as how to participate (innovator shall be routed to the closest local intermediary)
  - Webinar of the launched initiative for innovators. Access to materials
  - Initial picture of the variables to measure before the BSP starts
  - Intermediaries' detailed deployment plan for each initiative evolved from the draft CBP early plan
  - Scouting and screening of innovators. InnORBIT potential support to increase the reach
- **Step 9: Launch of the initiatives**
  - Plan execution. Milestones and management
  - On-demand support from InnORBIT in the implementation (limited)
  - Space entrepreneurs' training kick-off in the Toolbox (Moodle)
  - Monitoring framework execution
- **Step 10: Feedback BSP**
  - Quality and content assessment of the innovators
  - Closing feedback session & reporting between innovator-intermediary and intermediary-InnORBIT with a semi-structured call

4.2.5 Innovator's journey

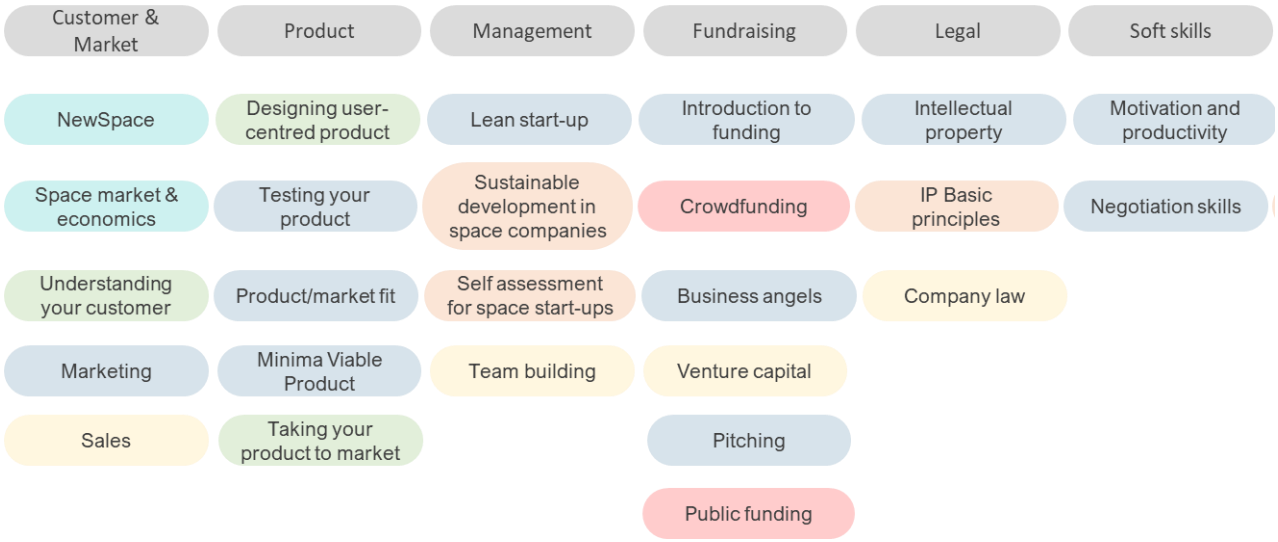
- **Expression of interest in an initiative**
  - Innovators may proceed from intermediaries scouting, inviting, or from InnORBIT networks.
  - Declarations of interest arriving at InnORBIT's awareness and communication channels shall be redirected to local intermediaries
- **Register to the initiative**
  - Basic information for sign up
  - Their local intermediaries may request more information for planning purposes
- **Receive a confirmation with more details about the initiative**
  - The innovator should receive a confirmation that they have registered and that they will be informed about their participation
  - Activities, milestones, and requirements of participation shall be detailed at this step
- **Initiative participation**
  - Access to the Toolbox (registration by the intermediary, InnORBIT or by the innovator)
  - Provide feedback on the required items in the Toolbox or when asked by its intermediary. Through a call/short survey on the experience as well as feedback for improvement. Completion and attendance
  - Further feedback, weeks after the initiative is done, maybe collected to be able to assess the success of the program and towards calculating the KPIs we need more information. These can be survival rates, sustainability, successful funding, etc.

4.3 Programme Initiatives offered by InnORBIT

4.3.1 Space entrepreneurs' instruction

The space trainer's instruction is a core initiative of InnORBIT that aims to train innovators, start-ups, scale-ups, and SMEs in business and space training. The lectures are recorded in order to be available to the large number of innovators who will participate. The lectures are grouped into modules and delivered directly by InnORBIT to the entrepreneurs, via the Toolbox and more specifically Moodle as an online platform for training. The initiative requires the approval of the intermediary to unlock the modules to its ecosystem of entrepreneurs. Therefore, it does not require any work or resources allocated to the intermediary. It is necessary for the intermediary to define the limits of the management it wishes to carry out as well as the courses it wants for its innovators. By default, InnORBIT proposes two basic modules for training with a series of predefined lectures. However, intermediaries will be able to customise the lectures by deleting or extending them with the modules they want, as the Knowledge Hub has collected material from various European initiatives that cover the contents redundantly, at the moment Copernicus Accelerator, Point.IoT, Galactica, EBAN, Copernicus MOOC, Go2SpaceHubs, SpaceUp and SpaceHUBs Network although it is expected that the collaboration will intensify as the project progresses, expanding the portfolio of resources.

Figure 15: Space entrepreneurs' business training contents



4.4 Programme Initiatives offered by the intermediaries

This is the set of initiatives to be implemented by the innovation intermediaries with the support and guidance of InnORBIT during the implementation phase (BSP). It may include any a sprint, a café, a hackathon, an incubator or an accelerator. In more detail, the range of initiatives covers:

- **Sprints** are short mentoring events that aim to seed or improve early-stage start-ups. A sprint occurs in short cycles of one month, in which a cohort will work on finding solutions to a challenge while testing their ideas for validation.

- **Space cafés** are a type of event - virtual or physical - where a group of space enthusiasts meet and discuss space-related topics with an emphasis on New Space, trends and the latest market news considering its potential for start-ups. It is a relaxed, informal, affordable and straightforward event with a strong focus on community building and networking. The key is the cooperation between the different stakeholders, as the outcome is collaborative. This means that the organisation is made up of a group of space stakeholders who try to leverage their network to get speakers of interest

- A **space hackathon** is a race or competition that seeks to solve a challenge with a specific theme that is relevant to space, the economy and society. Hackathon requires accommodation for a number of days, guaranteed supplies, technical means and manpower. They are an excellent tool to stimulate the student community to get involved in a certain topic such as space, attracting talent and fresh ideas into an ecosystem.

- **Incubators** work with start-ups with ideas already generated but in early stages prior to raising funds. They usually seek to place them in the same physical location so that there is cross-fertilisation with other start-ups. The atmosphere of sharing a facility amongst other start-ups encourages the learning of the entrepreneurs. Often, they are given a certain amount of training/mentoring where they are guided through their gaps, usually associated with the business side. An incubation programme will last at least half a year, while preparation can last another half a year. The organisation of incubators is more of a continuous process, where start-ups apply on a series of cut-off dates.

- An **accelerator** is the enhanced version of an incubator. Having a common facility is usual as well, thus creating an ecosystem of start-ups. Accelerators have lots of mentoring and usually funding, but sometimes they may not provide capital and be only a mentoring programme. In some cases, the accelerator takes a share in the equity of the start-up taking an active role in the development of the company. Accelerators are definitely long-term programmes, lasting at least half a year due to the development of new services, products or market validations. The organisation has a good portion in the scouting as they are only interested in high potential start-ups.

4.5 Initiative Deployment Plan

The Initiative Deployment Plans (IDP) are the work plan and finely detailed execution programmes of the initiatives to be deployed by each innovation intermediary. During the first pilot, the IDPs are formal deliverables, which will include indicatively the contents:

- Introduction to the initiative's concept
- A detailed description of the initiative in different work packages
    - Promotion
    - Application process and selection criteria
    - Execution of events
- Management of each initiative
    - Team and allocations
    - Capital, material and tools
    - Timeline and milestones
- Monitoring & tracking
    - Performance, success and quality indicators and assessment criteria
    - Procedures, and templates to monitor and collect feedback from participants

IDPs will be prepared during the period of the CBP and will foresee implementation stages, reaching higher granularity and identifying milestones for adequate management. IDPs are due on M12 for the 1st pilot and M20 for the 2nd pilot. The level of detail to be asked of to external intermediaries during the 2nd pilot will not be the same as on the 1st pilot, due to the pro bono activities of the external. Therefore, during the second pilot, a simplified version of the IDP shall be negotiated in the MoU for the own benefit of the intermediary. The previous developed IDPs[1] will be excellent examples to illustrate and further guide the intermediaries.

[1] D3.2, D3.3 and D3.4 Support Initiative Deployment Plan for Greece, Croatia and Romania (expected on M12).

5 Conclusions and next steps

The present document describes the design memory of the Business Support Programme in its interim version, the revision of the initial. The BSP is the central stage of the InnORBIT process, where the efforts of the consortium are transferred to the innovators. Some of the activities come directly from InnORBIT, others will come from the previously trained intermediaries, capacitated and guided in their planned initiatives. Although the original and fixed plan remains valid, major changes happened in terms of flexibility between different points of the original schedule. The scarcity of resources and lack of interest has obligated InnORBIT plan to be extremely time efficient and adaptable to each intermediary. Despite intermediaries share common issues related to the immaturity of the space innovation ecosystem of Eastern Europe, each innovation intermediary has very different ambitions and plans. Therefore, as D3.6 “Achievements of InnORBIT support initiatives – 1st round” will reflect, a variety of initiatives have been deployed across Eastern Europe.

The programme will continue to be executed, from M13 to M19 for the first pilot and from M21 to M29 for the second pilot.

The monitoring and feedback that is conducted in parallel to the Business Support Programme to be fine-tuned for its last version to be elaborated by M30.

Annexes

Annex I - Initiatives by Intermediaries

Table 2: Space training for intermediaries' fact sheet

Initiative summary
Instruction material for the training of intermediaries in the space sector. The modules have a planned structure to catapult an outsider in the space sector. It will help to master the space basic knowledge and be able to recognise business opportunities while being familiar with the general topics of the space sector. The second set of lectures aims to give a consolidated and recorded version, for on-demand re-use, of how InnORBIT partners execute these initiatives.
Features and functions
— Space technology training material — Recording and tracking of the completion of each participant in each intermediary — Fixed syllabus, with some detachable units based on their interest to develop during the BSP — Essential knowledge to be able to help their innovation ecosystems — Disposition of InnORBIT to the intermediary. This initiative is not passed on to the entrepreneurs, it is part of the CBP only — Planned to be implemented by the intermediary at its own pace — Commitment to finish written down in the MoU
Resources required
— **Capital**: N/A — **Person-days**: technically less than 1 full day. Further doubts and clarifications may extend the dedication depending on the level of knowledge and the agreement achieved in the MoU — **Knowledge**: Not required
Minimum eligibility requirements
There is no eligibility requirement to deploy this initiative. However, to maximise the impact of InnORBIT, it would be interesting for each intermediary to choose initiatives that it has never done before.
Service process & request steps
The process is automated and preconfigured. The only requirement is to accomplish the space 101 training and selected running initiatives 1. Commitment to accomplish. Tracking and monitoring 2. Selection of the initiatives to further develop, and receive the recorded training 3. Granting access and management of the platform
Relevant KPIs and metrics
Content quality, usefulness, attendance & completion
Materials required for the delivery
Computer and registry. Database of people attending per innovation intermediary. Feedback forms and monitoring tools under the framework.

Table 3: Space café fact sheet

Initiative summary
The space café is a simple and inexpensive networking and community building event that seeks to build on the shared interest of multiple sectors to launch a series of (10 for example) informal events where a keynote speech is followed by Q&A and networking in a friendly eatery-like environment.
Features and functions
— Economic. Based on the interest of multiple parties — Informal setting — Pro bono speakers; promotion of them an invitation to a drink — Fake or hidden agenda, repeating the process of keynote-Q&A-networking — Take advantage of a café, university or eatery type venue where expensive facilities are not mandatory — Critical aspect: finding the right speakers — Promotion and awareness are needed to ensure participation during the networking breaks
Resources required
— **Capital**: limited to the venue and the speakers; eating costs of the speakers — **Person-days**: 1 or 2 person-day work for each space café, excluding the event itself (1 to 4 hours) — **Knowledge**: event management and space community will be relevant
Minimum eligibility requirements
There is no eligibility requirement to deploy this initiative other than carefully planning the speakers. It would be interesting for each intermediary to choose initiatives that it has never done before.
Service process & request steps
The detailed process is to be defined during the intermediary's initiative deployment plan. The request is on-demand
Relevant KPIs and metrics
Number of attendees, audience. Number of events, speakers, and depth of the discussed topics
Materials required for the delivery
Specific materials to be defined during the IDP

Table 4: Space hackathons fact sheet

Initiative summary
A prize competition or race which requires accommodation for a number of days, guaranteed supplies, technical means and manpower. Hackathons are moderately expensive and time-consuming to run properly. They are an excellent tool to stimulate the student community to get involved in a certain topic such as space, attracting talent and fresh ideas into an ecosystem.
Features and functions
— Prize competition for a short period of time — Venue and manpower could trigger costs — Sponsorship is recommended — Challenge design, jury and tutors for the teams, require in-situ experts
Resources required
— **Capital**: average depends heavily on personnel, gross range in Western Europe ca. 10 and 20k. Cost reducing with sponsors providing food and the venue — **Person-days**: simple hackathons can take around 20 working days per person day. Additionally 1 expert, mentor or facilitator per team of hackers. Jury and in-site moderator — **Knowledge**: event management. Space thematic, ideally complemented with a good understanding of the innovation process
Minimum eligibility requirements
There is no eligibility requirement to deploy this initiative other than securing the funds and ensuring participation. It would be interesting for each intermediary to choose initiatives that it has never done before. Organisers should guarantee that skills are correctly spread among the teams.
Service process & request steps
The detailed process is to be defined during the intermediary's initiative deployment plan. The request is on-demand
Relevant KPIs and metrics
Number of teams, size of the event. Number of applications, prize and quality of the solutions.
Materials required for the delivery
Specific materials to be defined during the IDP

Table 5: Space sprints, incubators, and accelerators fact sheet

Initiative summary
Sprints, incubators, and accelerators are innovation initiatives that last long term, starting in a month up to years. They require a large number of resources, and the innovation intermediary shall plan this accordingly procuring public funds to support its ecosystem. They are excellent tools to boost ideas into start-ups and scale-ups by providing direct training, mentoring and funds to their ecosystem.
Features and functions
— Sprints: up to 1 month. Seed stage — Incubators: 6 months programme. Early-stage, common space to work. Training and non-thematic mentoring. Start-ups apply to the programme which consists of several cut-off dates — Accelerators: >6 months programme. Defined start-ups with the potential to go into the market. Hard thematic training and funds granting. — Incubators and accelerators require long-term planned resource allocation — Critical aspects: finding the right mentors and securing funds for the deployment and the funding of the innovators — Promotion and awareness are needed to ensure participation during the networking breaks
Resources required

— **Capital**: difficult to assess as it strongly depends on the wages
— **Person-days**:
  — Sprint: 1 full time equivalent to run the show plus mentors on-demand. They can be found pro bono for the period. Normally 3 months in total.
  — Incubation: venue, maintenance of the venue and 2-5 staff, yearly planned.
  — Accelerator: 2-5 people for the whole year for only 6 months of an accelerator programme. The venue, maintenance and grants for the start-ups shall be considered as well.
— **Knowledge**: event management and space community will be relevant. Fundraising and mentoring network on technical and business-related content

Minimum eligibility requirements
There is no eligibility requirement to deploy this initiative other than finding the mentors, securing the funds and resource allocation. Particularly interesting for intermediaries with a venue that may cut this fixed cost.
Service process & request steps
The detailed process is to be defined during the intermediary's initiative deployment plan. The request is on-demand
Relevant KPIs and metrics
Number of start-ups supported, mentors, applications, audience, size of the grant. Number of sprints.
Materials required for the delivery
Materials to be defined during the IDP

Annex II - Initiatives by InnORBIT

Table 6: Space entrepreneur's instruction fact sheet

Initiative summary
Instruction material for the training of intermediaries in the space sector. The modules have a planned structure to catapult an outsider in the space sector. It will help to master the space basic knowledge and be able to recognise business opportunities, while being familiar with the general topics of the space sector. A second set of lectures aims to give a consolidated and recorded version, for on-demand re-use, of how InnORBIT partners execute these initiatives.
Features and functions
— Space technology training material — Recording and tracking of the completion of each participant in each intermediary — Fixed syllabus, with some detachable units based on their interest to develop during the BSP — Essential knowledge to be able to help their innovation ecosystems — Disposition of InnORBIT to the intermediary. This initiative is not passed on to the entrepreneurs, it is part of the CBP only — Planned to be implemented by the intermediary at its own pace — Commitment to finish written down in the MoU
Resources required
— **Capital**: N/A — **Person-days**: technically less than 1 full day, without considering the creation of the initiative development plan. Further doubts and clarifications may extend the dedication depending on the level of knowledge and the agreement achieved in the MoU — **Knowledge**: Not required
Minimum eligibility requirements
There is no eligibility requirement to deploy this initiative. However, to maximise the impact of InnORBIT, it would be interesting for each intermediary to choose initiatives that it has never done before.
Service process & request steps
The process is automated and preconfigured. The only requirement is to accomplish the space 101 training and selected running initiatives 4. Commitment to accomplish. Tracking and monitoring 5. Selection of the initiatives to further develop, and receive the recorded training 6. Granting access and management of the platform
Relevant KPIs and metrics
Content quality, usefulness, attendance & completion
Materials required for the delivery
Computer and registry. Database of people attending per innovation intermediary. Feedback forms and monitoring tools under the framework.

Table 7: Knowledge Hub

Initiative summary
Complementary and supplementary material for mostly business training. Side technologies may be covered as well with technical training content that may enhance entrepreneur's capacitation in their needs. The structure of the Knowledge Hub is not fully determined as it is a repository that is expected to grow over the course of the project. Innovation intermediaries will be able to customise the contents of their BSP training with the redundant material that will be available here.
Features and functions
— Training material for start-ups — Supplementary and complementary training material for the original track — No registration or follow-up if not part of the main training track. Open or closed according to the will of each intermediary — Databases of funding opportunities and open calls for proposals in the space sector — Large amount of material from other initiatives — Updates during the execution of the InnORBIT project — Provision by InnORBIT directly to the entrepreneur
Resources required
— **Capital**: N/A — **Person-days**: N/A, without considering the creation of the initiative development plan — **Knowledge**: N/A
Minimum eligibility requirements
There is no eligibility requirement to deploy this initiative. InnORBIT will provide access to selected innovators, approved by the intermediary.
Service process & request steps
The process is automated and loaded in the Toolbox. The only requirement is to define the complementarity or supplementarity of the lectures. and contents del Knowledge Hub. 1. Customisation during the MoU discussions. Tracking in Moodle if the content is used as the main source and the space entrepreneur's instruction is modified. 2. Selection of the entrepreneurs accessing 3. Granting access and management of the platform
Relevant KPIs and metrics
Content quality, usefulness, attendance & completion (depending on the tailoring).
Materials required for the delivery
Computer and registry. Database of innovators per intermediary and tailoring plan. Feedback forms and monitoring tools under the framework if applicable.

Annex III - InnORBIT's training syllabus

Figure 16: InnORBIT's training syllabus for the CBP and BSP

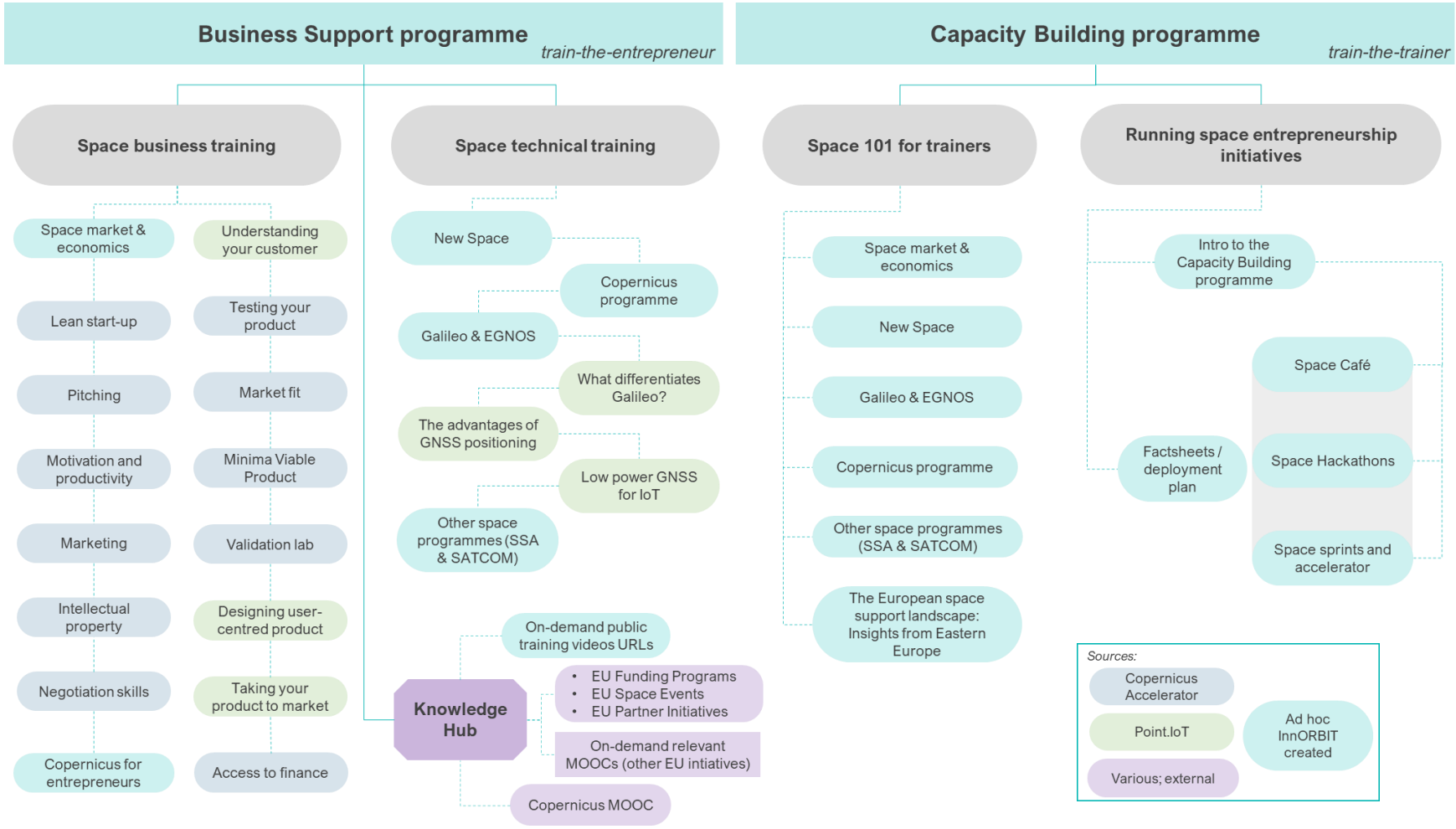


Figure 17: InnORBIT's training syllabus for the CBP and BSP